



Strategic Planning FY 2020-22



Office of Programmatic Services and Innovation

February 27, 2019

Leticia Reyes-Nash

Director of Programmatic Services and Innovation



COOK COUNTY
HEALTH

Overview of Department



Mission, Organizational Chart, Areas of Responsibility,
Budget



COOK COUNTY
HEALTH

Overview of Department

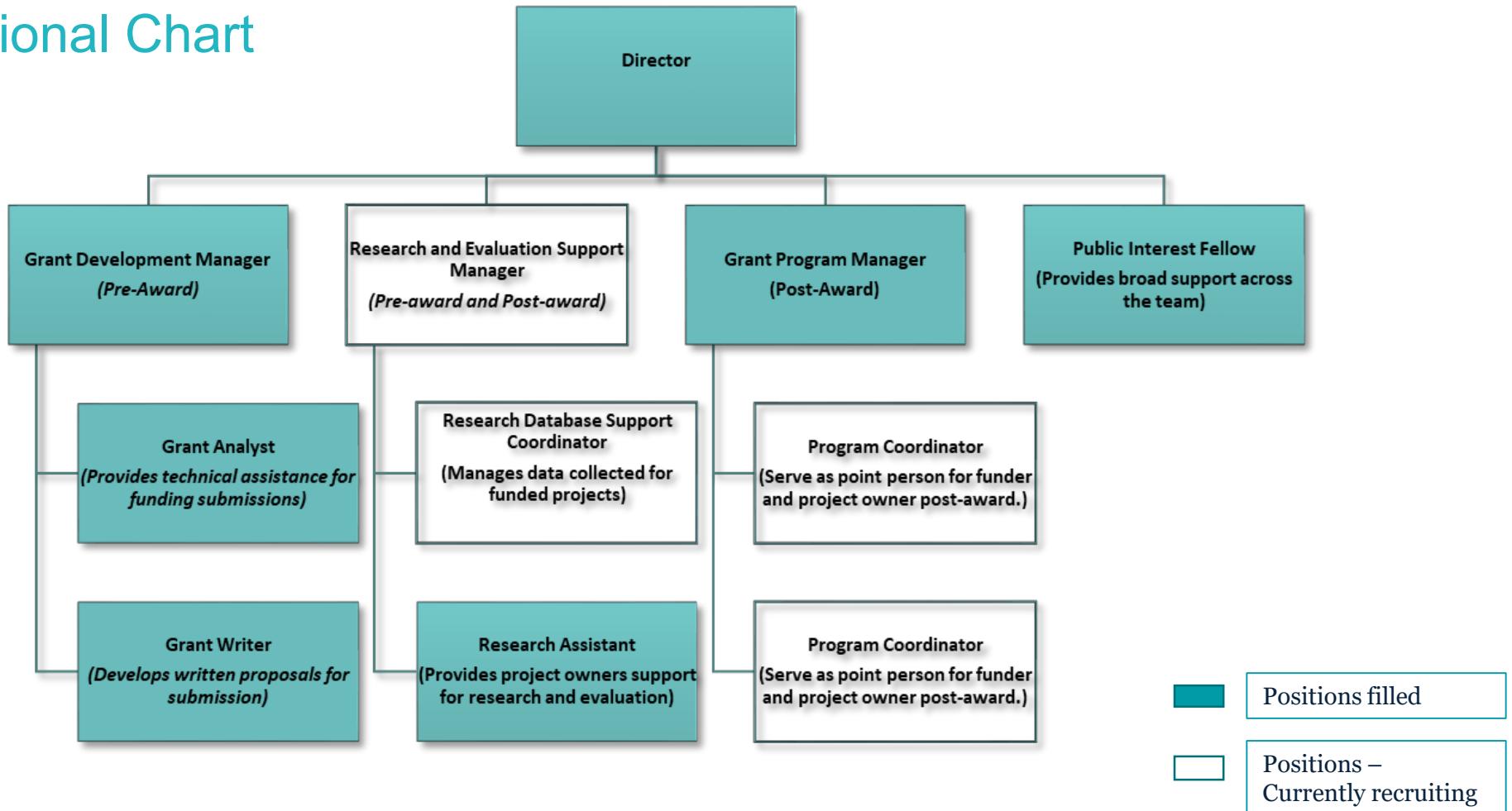
Mission

Identify and pursue opportunities to achieve strategic goals and objectives through:

- Pursuing extramural funding to implement innovative programs, and evidence-based best practices;
- Developing and leveraging groundbreaking partnerships;
- And fostering a collaborative learning environment.

Overview of Department

Organizational Chart



Overview of Department

Areas of Responsibility

- Monitor funding and policy environment to identify opportunities for funding or partnerships.
- Develop innovative revenue opportunities to support strategic objectives.
- Create innovative partnerships and programs that can be piloted within CCH.
- Identify and apply for funding opportunities from public and private funders.
- Provide post-award support including, project management, fiscal and administrative support for project owners.
- Leverage internal resources to support new grant programs and research startup activities.
- Foster a collaborative learning community.

Overview of Department

Budget

2018 FTE	2018 Budget	2019 FTE	2019 Budget
6.0	\$536,158	10.0	\$887,765

Impact 2020 Recap



Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants
- Advocate for Patients



COOK COUNTY
HEALTH

Impact 2020

Progress & Updates

Focus Area	Name	Status (Complete/In Progress/Not Started/ Ongoing)	
3.2 Foster Fiscal Stewardship	Optimize Grant Revenue and Indirect Revenue	Complete	<p>Developed internal infrastructure to receive and manage extramural funding.</p> <p>Secured \$15 million in funds from federal and state governmental agencies, public and private foundations. (FY16-FY19)</p>



Impact 2020

Progress & Updates

Focus Area	Name	Status (Complete/In Progress/Not Started/ Ongoing)	
6.3 Impact Social Determinants	Explore social determinant-grant related opportunities	Complete	<p>Secured resources and partnerships to support:</p> <ul style="list-style-type: none">-Housing Linkage and Resources-Behavioral Health Services-Workforce Development-Justice Involved Partner Collaborations-Access to Fresh Produce



Impact 2020

Progress & Updates

Focus Area	Name	Status (Complete/In Progress/Not Started/ Ongoing)	
7.2 Advocate for behavioral health funding and legislation	Secure funding and partnerships	Complete	<p>Secured over \$12 million in funding to support Behavioral Health</p> <p>Monitoring funding environment and incubating projects to be responsive to upcoming opportunities</p>



FY2020-2022



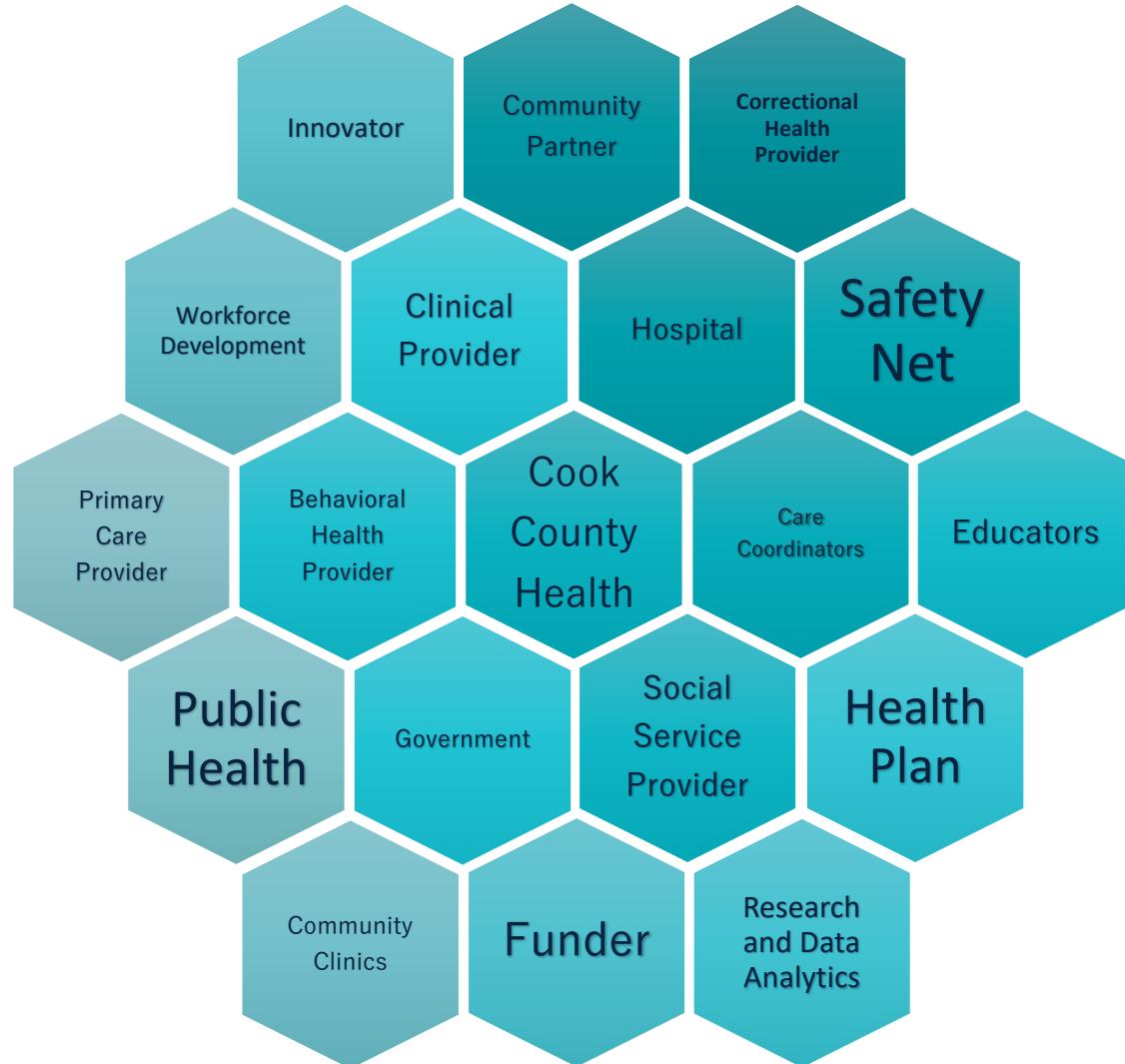
The Future

Environmental Scan of Market, Trends, Best Practices



COOK COUNTY
HEALTH

The Kaleidoscope



The Roadmap



Environmental Scan of Market

Grant Funding Sources Nationally

Federal Government

- Over \$400B available annually
- Large grants (often \$250K to \$500K in size)

State/ City Government

- Declines in funding over the last several years
- Fewer and smaller than federal grants

Private Foundations

- \$35B each year in funding
- \$5B in health funding
- 20,000 grants awards



Environmental Scan of Market

Major Funding Trends in Grant making

Priorities	Description
<i>Large Scale System Change</i>	Funders are approaching grants as community or programmatic investments with a focus on solving specific system change issues and driving towards a big impact.
<i>Cross-Sector Collaboration</i>	Funders are making collaboration as a requirement for grant applicants. The goal is to promote connections across health care, social service and public health systems to meet the needs of individuals and communities.
<i>Improving Health Outcomes</i>	Funders are focusing on supporting collaborative, systems-based solutions that make measurable improvements in health outcomes and are replicable in other communities.

Environmental Scan of Market

Major Targeted Subject Areas and Examples of Funders for those Areas

Subject Area	Government Agencies	Private Foundations
Social determinants of health	USDA, CDC, HRSA, OMH, DHHS, IDHS (WIC), FDA, OMH, NIH, HUD	Chicago Community Trust (CCT), Michael Reese Health Trust (MRHT), Chase Foundation, Community Memorial Foundation, Aetna Foundation, Lloyd A. Frye Foundation, Otho Sprague Memorial Institute, United Way of Metropolitan Chicago, Field Foundation, Polk Brothers Foundation, Crown Family Philanthropies, Washington Square Health Foundation
Chronic Diseases	CDC, HRSA, DHHS, NIH, OMH	CCT, MRHT, Public Health Institute of Metropolitan Chicago, United Way of Metropolitan Chicago
Behavioral Health/Substance Use Disorder (Opioids)	SAMHSA, HRSA, USDOJ, Illinois Criminal Justice Information Authority (ICJIA)	CCT, MRHT, Futures Without Violence, Lloyd A. Frye Foundation, Ortho Sprague Memorial Institute, Community Memorial Foundation
Justice-Involved Populations/Violence Prevention	CDC, OMH, USDOJ, Justice Advisory Council, USDOJ, Illinois Criminal Justice Information Authority (ICJIA)	CCT, MRHT, Field Foundation, Arnold Ventures, MacArthur Foundation



Environmental Scan of Market

To stay up-to-date on best practices, we track the agency websites, industry associations, and professional networks.

Source	Outlet
Funding Agencies	<ul style="list-style-type: none">• Grants.gov• NIH, CDC, SAMHSA, HRSA
News Feeds/ Reports	<ul style="list-style-type: none">• Politico Pulse• Modern Healthcare Daily Dose• Health Affairs Today• Annual reports from foundations• Chronicle of Philanthropy• The Nonprofit Times
Grant writing/nonprofit related list-serves	<ul style="list-style-type: none">• FUNDED Grants Office• Philanthropy News Digest• Grantstation Insider



SWOT Analysis



Strengths, Weaknesses, Opportunities, and Threats



COOK COUNTY
HEALTH

SWOT Analysis

Strengths

- Viewed as a *resource* within CCH
- Wide *skill-set* → bring a wealth of past experience
- Revenue generators
- *Innovators* → fusing together of disparate parts of the system
- Strong external partner relationships
- Mission
- Collaborative Research Unit

Weaknesses

- Inconsistent past practices for securing extramural funds
- Capacity issues → need a clearer process to handoff projects to project leads
- Grant-related internal processes, still in development

Opportunities

- New state/city/county administrations
- Seminars for grant writing
- Stronger alignment with CCDPH
- Continued cross-sector partnerships
- Research and Innovation Summits
- Research Funding

Threats

- Uncertain future of funding
- Competing external organizations
- Funder priorities change



FY 2020-2022



Recommendations



COOK COUNTY
HEALTH

Grow to Serve and Compete FY2020-2022 Strategic Planning Recommendations

Foster Partnerships With CountyCare

- Align efforts to address Social Determinants of Health
- Develop innovative projects that leverage Medicaid to support Social Determinants of Health

Identify funding opportunities to support workforce development

- Apply for funding opportunities

Foster Fiscal Stewardship

FY2020-2022 Strategic Planning Recommendations

Optimize current funding trends

- Continue obtaining funding for innovative programs
- Cultivate private funder relationships
- Increase funding to CCH year over year



Leverage Valuable Assets

FY2020-2022 Strategic Planning Recommendations

Support a learning health system – Convener for CCH Innovation Center

- Quarterly Research and Innovation Summits
- Publish quarterly issue briefs
- Quarterly newsletter update
- Quarterly trainings

Secure research funding

- Identify + meet with interested clinicians
- Secure research grant

Impact Social Determinants/ Advocate for Patients FY2020-2022 Strategic Planning Recommendations

Cultivate external partnerships

- Participate in strategic committees
- Secure additional patient resources

Foster systematic change to support health equity

- Develop cross system partnerships
- Partner with Collaborative Research Unit

Thank you.



COOK COUNTY
HEALTH